



2013 CGIAR STAKEHOLDER ENGAGEMENT PARTNERSHIP ACTION PLAN

CGIAR CONSORTIUM OFFICE, June 2013

In the second half of 2012, the CGIAR Consortium commissioned GlobeScan to conduct an independent assessment of the perceptions of CGIAR Stakeholders, in an effort to have a clearer picture of where and how we need to improve our partnership efforts. The full report is available on our website.

In response to the results of the Survey, the CGIAR Consortium has started work on an Action Plan on Partnerships to be implemented in the next two years, in order to improve in the areas where most important weakness were identified by our stakeholders: Accessibility, Collaboration and Transparency. These areas are currently the strongest drivers of satisfactory and quality partnerships, suggesting some misalignment between what is important in partnerships and where CGIAR's strengths lie. This Action Plan will seek to reinforce the positive results and overall satisfaction with CGIAR partnerships found in the Survey. This document outlines basic priorities of that plan for discussion and input by the Consortium Centers, CGIAR Research Programs and by our partners and stakeholders.

Action Plan Elements

1. Develop a 2015-2017 Partnership Strategy

The CGIAR Consortium will develop a comprehensive Strategy on Partnerships for a three year period and grounded in the recent reform, the CGIAR Strategic Results Framework (SRF) and direct feedback from our stakeholders. Our goal is to have a strategy in place by mid-2014 after a wide and participatory consultative process. Potential components of this strategy will be openly discussed through a dedicated online platform where suggestions and comments to the drafted version will be systematically gathered and carefully considered by the CGIAR Consortium (Centers, CGIAR Research Programs and the Consortium Office). Representatives from all CGIAR stakeholders groups –including potential partners– will be invited to participate in this process.

2. Work with GFAR to Create a CGIAR Partnership Working Group

The CGIAR Consortium Office, in partnership with GFAR, will invite partners and stakeholders to become members of a CGIAR Partnership Working Group with extensive representation. Members will include partners such as YPARD, AWARD, FAO, advanced research institutions, educational institutions, regional organizations, NARES, NGOs and private sector actors among others, together with CGIAR and GFAR Secretariat staff. The Group will engage with CRPs and national and regional mechanisms to strengthen practical partnerships on the ground. This Working Group will advise on matters related to the definition and implementation of the partnership strategy that will be coordinated by the Consortium Office, working closely with the Centers and CGIAR Research Programs and aligning with the GFAR Medium Term Plan.

3. Produce CGIAR Guidelines for CRP Partnership

As the CGIAR Research Programs start preparing for their second phase of implementation in 2015, the Consortium Office will work with the CGIAR Research Programs and Centers to discuss and identify a set of concrete guidelines on partnerships that can be implemented to improve the quality of the relationships with our partners and stakeholders. These guidelines will be discussed and defined in close alliance with the Partnership Committee and will become integral part of the CGIAR Partnership Strategy beyond 2015.

4. Incorporate the CGIAR External Review of CRP Governance and Management.

The CGIAR Independent Evaluation Arrangement (IEA) is undertaking an External Review that includes analyzing the three weakest CGIAR partnerships areas (accessibility, collaboration and

transparency). This offers a timely opportunity to incorporate results from the IEA review to help refine our assessment of areas that require improvement and to discuss and define with the CGIAR Research Programs ways to improve our Research Program governance and management structure to enhance transparency and stakeholder participation. Results of this analysis will be posted online by the end of 2013.

5. Define 2015 CGIAR Targets for Improved Partnerships

The 2012 Stakeholder Survey will enable the identification of *key performance indicators* (KPIs) regarding different partnerships dimensions. The Consortium Office suggests that we commit to attain specific targets in KPIs by 2015 –for instance, achieving significant increase of 10 points across indicators of low performance and 5 points for the others. These targets will be co-developed with the CGIAR Research Programs and Centers and discussed and agreed with the Partnership Committee. Follow up and monitoring of KPI targets will be done by the CGIAR Research Programs for internal management and by the Consortium Office for accountability, reporting to donors and disseminating among partners and stakeholders. In addition, progress towards these targets will be part of the CGIAR Performance Management System (PMS) that is being designed.

6. Focus on Capacity Building

The survey results underscore our stakeholders' perception of CGIAR Capacity Building as a key area for improvement, and therefore we need to build on the strengths and experience of some of our Centers and CGIAR Research Programs and tap into partners' expertise to identify pathways and mechanisms to augment the capacity of our partners more broadly and effectively. The CGIAR Consortium Office will continue engaging with the Centers, CGIAR Research Programs and partners ICRA and KIT to co-develop a comprehensive Capacity Building strategy.

7. Create an Online Platform for Stakeholder Input and Feedback

Open and active listening is crucial for effective communication and a cornerstone to develop effective partnerships. The Consortium Office proposes to develop an online stakeholder engagement platform to inform and foster partnerships. This platform will be co-created with input from capacity building experts from Centers and CGIAR Research Programs and could be operational in the second half of 2013. It will offer an open forum for partners and stakeholders to express their views and provide feedback, and for the CGIAR Research Programs and Centers to share and highlight experiences and success stories. It could also be a marketplace to generate new ideas related to partnership across CGIAR. Partners and stakeholders can also follow progress on the developments of this Action Plan with links to all the CGIAR Research Program websites.

8. Monitoring and evaluation of results: 2015 CGIAR Stakeholders Perception Survey

The effectiveness of this Action Plan as well as the overall evolution of CGIAR performance in partnerships can be assessed again in a CGIAR Stakeholders Survey to be completed in 2015. We will commit to continue improving the quality of our engagements and work with partners and stakeholders by defining progress targets and remaining ready to be independently measured and held accountable.